

# COUNTY OF LOS ANGELES

## Family and Social Services

FESIA A. DAVENPORT  
Chief Executive Officer



**DATE:** Wednesday, November 2, 2022  
**TIME:** 1:30 PM

**THIS MEETING WILL CONTINUE TO BE CONDUCTED VIRTUALLY TO ENSURE THE SAFETY OF MEMBERS OF THE PUBLIC AND EMPLOYEES AS PERMITTED UNDER STATE LAW.**

**TO PARTICIPATE IN THE MEETING, PLEASE CALL AS FOLLOWS:**  
**Teleconference Call-In Number: (323) 776-6996/ Conference ID: 599 009 090#**  
**[MS Teams Meeting Link](#) (Ctrl + click to follow link)**

### **AGENDA**

Members of the Public may address any agenda item after all Informational Items are presented. Two (2) minutes are allowed for each item.
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- I. **Call to Order**
- II. **General Public Comment**
- III. **Consent Item(s)** (Any Information Item is subject to discussion and/or presentation at the request of two or more Board offices):
  - a. **Department of Children and Family Services (DCFS):** Request for Approval to Extend a Sole Source Contract with Chapin Hall at the University of Chicago for Consultant Services.
- IV. **Presentation/Discussion Items:**
  - a. **DCFS/ Department of Mental Health/ Probation Department:** Families First Prevention Services Act (FFPSA) Monthly Update.
  - b. **Casey Family Programs/ Lived Experience Experts/ Strength Based Community Change (SBCC)/ SHIELDS for Families/ Para Los Niños/ Dr. Jacquelyn McCroskey:** Thriving Families, Safer Children Implementation Update.
- V. **Public Comment**

VI. Standing item(s) and those continued from a previous meeting of the Board of Supervisors or from a previous FSS Agenda Review meeting:

- - No Items - -

VII. Adjournment

# BOARD LETTER/MEMO CLUSTER FACT SHEET

☒ Board Letter

☐ Board Memo

☐ Other

<b>CLUSTER AGENDA REVIEW DATE</b>	11/2/2022		
<b>BOARD MEETING DATE</b>	11/15/2022		
<b>SUPERVISORIAL DISTRICT AFFECTED</b>	<input checked="" type="checkbox"/> All <input type="checkbox"/> 1 <sup>st</sup> <input type="checkbox"/> 2 <sup>nd</sup> <input type="checkbox"/> 3 <sup>rd</sup> <input type="checkbox"/> 4 <sup>th</sup> <input type="checkbox"/> 5 <sup>th</sup>		
<b>DEPARTMENT(S)</b>	DCFS		
<b>SUBJECT</b>	Consultant Services to Implement Family First Prevention Services Act (FFPSA)		
<b>PROGRAM</b>	FFPSA		
<b>AUTHORIZES DELEGATED AUTHORITY TO DEPT</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
<b>SOLE SOURCE CONTRACT</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		
	If Yes, please explain why: The Board of Supervisors instructed the Director of DCFS to enter into a Sole Source Contact with Chapin Hall Center for Children through a Board Motion.		
<b>DEADLINES/ TIME CONSTRAINTS</b>	Not Applicable.		
<b>COST &amp; FUNDING</b>	Total cost: \$1,508,147	Funding source: Title IV E and FFPSA State Block Grant	
	TERMS (if applicable):		
	Explanation:		
<b>PURPOSE OF REQUEST</b>	<p>In December 2019, the Department of Children and Family Services (DCFS) engaged Chapin Hall at the University of Chicago to develop the Los Angeles County Family First Prevention Services Act (FFPSA) Implementation Plan and guide implementation efforts. FFPSA creates new opportunities for Title- IV-E funding. Title IV-E funding will not only be available for "back-end" services, but also certain evidence-based "front-end" services (mental health, substance abuse and parenting) to prevent the need to place children in out-of-home care.</p> <p>FFPSA also makes significant changes to group home funding, allowing only Qualified Residential Treatment Programs (QRTP) to be eligible for federal funds. Chapin Hall has conducted DCFS and Probation data analysis and developed business process maps, reviewed the California Draft Prevention Plan, and provided feedback to the Plan. Chapin Hall has also been co-facilitating meetings, engaging service providers and stakeholders, co-designing the implementation plan, and supporting the FFPSA pilot.</p> <p>The Chapin Hall contract was amended twice before, funding was increased in both amendments and an extension was exercised. An Amendment is being requested to continue receiving the support of Chapin Hall as the County continues to work on the FFPSA implementation. This amendment is to extend the contract term from January 1, 2023 through June 30, 2025, with an additional six months at the sole option of the County, if necessary to complete the implementation of FFPSA. The cost of the additional contract term is \$1,508,147, financed by 50 percent Title IV-E and 50 percent FFPSA State Block Grant.</p>		

<b>BACKGROUND</b> <b>(include internal/external issues that may exist including any related motions)</b>	<p>On February 9, 2018, the Bipartisan Budget Act of 2018 - Public Law (P.L.) 115-123 that includes the FFPSA was signed into law. FFPSA represents landmark legislation that creates new opportunities for Title IV-E funding, the primary federal revenue source for child welfare in Los Angeles County. The FFPSA amends the Title IV-E foster care program and makes other revisions to the Title IV-B, subparts 1 and 2 for programs.</p> <p>The FFPSA enhances support services for families to help children remain at home and reduce the use of unnecessary congregate care placements by increasing options for prevention services, increased oversight and requirements for placements, and enhancing the requirements for congregate care placement settings. The FFPSA will 1) provide support prevention services, 2) provide support for kinship caregivers, 3) limit congregate care placements, 4) require access to family-based aftercare services to children at least six months post-discharge from Short-Term Residential Therapeutic Placements, and 5) improve services to older and transition-age youth.</p> <p>The program goals include:</p> <ol style="list-style-type: none"> <li>1. Children being free of abuse and neglect;</li> <li>2. Children having permanency and stability in their living situations; and,</li> <li>3. Minimizing childhood trauma resulting from removal from the home.</li> </ol>
<b>EQUITY INDEX OR LENS WAS UTILIZED</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If Yes, please explain how:
<b>SUPPORTS ONE OF THE NINE BOARD PRIORITIES</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If Yes, please state which one(s) and explain how: Priority 4: Child Protection <p>DCFS works closely with the Office of Child Protection, an independent office reporting to the Los Angeles County Board of Supervisors. The overarching goal of the OCP is to work with a wide variety of partners to improve the child welfare system as a whole. We want to promote a shared ownership of the solutions developed to address the difficult problems that exist. As the problems and answers in this arena are multi-dimensional, so is the role of the OCP. Its roles include those of a network convener, consensus-builder, identifier of structural problems, facilitator of improvements, clarifier of issues, aligner of operational concerns, negotiator of multi-agency barriers, evaluator of child protection outcomes, strategic planner, and partner to community, philanthropy, and other stakeholders so that vulnerable children and families in Los Angeles County can get the supports needed to promote their safety and well-being.</p>
<b>DEPARTMENTAL CONTACTS</b>	Name, Title, Phone # & Email: Aldo Marin, Board Liaison (213) 454-6652 marina@dcfs.lacounty.gov



BRANDON T. NICHOLS  
Director

**County of Los Angeles  
DEPARTMENT OF CHILDREN AND FAMILY SERVICES**

510 S. Vermont Avenue, Los Angeles, California 90020  
(213) 351-5602



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Fifth District

November 15, 2022

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
500 West Temple Street  
Los Angeles, CA 90012

Dear Supervisors:

**REQUEST FOR APPROVAL TO EXTEND A SOLE SOURCE CONTRACT WITH  
CHAPIN HALL AT THE UNIVERSITY OF CHICAGO FOR CONSULTANT SERVICES  
(ALL SUPERVISORIAL DISTRICTS) (3- VOTES)**

**SUBJECT**

The Department of Children and Family Services (DCFS) requests the Board's approval of an amendment to extend a Sole Source Contract with Chapin Hall at the University of Chicago (Chapin Hall) for Consultant Services to implement the Family First Prevention Services Act (FFPSA).

**IT IS RECOMMENDED THAT THE BOARD:**

1. Delegate authority to the Director of DCFS, or designee, to execute an amendment, substantially similar to Attachment A, with Chapin Hall to extend the contract term from January 1, 2023 through June 30, 2025, with an additional six-months at the sole option of the County, if necessary, to complete the implementation of FFPSA. The cost of the additional contract term is \$1,508,147, financed by 50 percent Title IV-E and 50 percent FFPSA State Block Grant.
2. Delegate authority to the Director of DCFS, or designee, to execute future amendments to make changes to contract terms and conditions; or to increase or decrease the contract amount by no more than 10 percent of the Maximum Contract Sum, if either of these is necessary, to meet program needs. The execution of such amendments is contingent upon; a) County Counsel approval is obtained prior to execution of such amendment, and b) DCFS will notify the Board and Chief Executive Office (CEO) in writing, within ten business days after execution.

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3. Delegate authority to the Director of DCFS, or designee, to terminate the contract for convenience of default, provided: a) County Counsel approval is obtained prior to such termination, and b) DCFS will notify the Board and the CEO in writing within 10 business days after such termination.

### **PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION**

On December 19, 2019, Chapin Hall began assisting with the FFPSA implementation efforts. These efforts were implemented through a phased approach that included:

- Phase I - April 2020 through September 2020, included co-facilitation of meetings, engaging service providers and stakeholders, co-designing the implementation plan, conducting DCFS data analysis and developing business process maps.
- Phase II - September 2020 through June 2021, included coordinating a comprehensive review of the California Draft Prevention Plan, conducting Probation data analysis, and convening implementation workgroups.
- Phase III - July 2021 through December 2021, included support of stakeholder engagement, FFPSA pilot implementation and convening of workgroups.

However, the completion of the work in Phase III is pending the California Department of Social Services' (CDSS) 5-Year Prevention Plan's approval by the Administration of Children and Families. DCFS revised and returned the Prevention Plan to the State and approval is pending from CDSS. Due to the aforementioned delay, Phase III was extended through December 31, 2022, and Phases IV, V, VI and VII will be added as follows:

- Phase IV - January 2023 through March 2023, continue the FFPSA implementation pilot planning; FFPSA Community Pathway planning; support learning sites implementation; and the completion of the Comprehensive Prevention Plan for submission to CDSS on January 31, 2023.
- Phase V - April 2023 through June 2023, continue the ongoing support of Learning Sites implementation; provide consultation based on national experience for internal and external groups; and review and provide comment on one future iteration of the California Prevention Plan.
- Phases VI and VII - July 2023 through June 2025, roll-out the implementation of Evidence Based Practice (EBP) and candidate subgroups to additional Serving Planning Areas (SPA) will begin; support Learning Sites to include remaining EBPs and candidate subgroups; and support completion of implementation of EBPs roll-out and candidate subgroups to the remaining SPAs.

### **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

The recommended services support the County's Strategic Plan Goal I. Make Investments That Transform Lives, Strategy I.1 Increase Our Focus on Prevention Initiatives, by redirecting Federal funds to provide services to keep children safely with their families and out of foster care, and when foster care is needed allows Federal reimbursement for care in family-based settings and certain residential treatment programs for children with emotional and behavioral disturbance requiring special treatment.

### **FISCAL IMPACT/FINANCING**

The Maximum Contract Sum for the additional period of January 1, 2023 through June 30, 2025 is \$1,508,147, financed by 50 percent Title IV-E and 50 percent FFPSA State Block Grant.

### **FACTS AND PROVISIONS/LEGAL REQUIREMENTS**

On February 9, 2018, the Bipartisan Budget Act of 2018 - Public Law (P.L.) 115-123 that includes the FFPSA was signed into law. FFPSA represents landmark legislation that creates new opportunities for Title IV-E funding, the primary Federal revenue source for child welfare in Los Angeles County. The FFPSA amends the Title IV-E foster care program and makes other revisions to the Title IV-B, subparts 1 and 2 for programs.

The FFPSA enhances support services for families to help children remain at home and reduce the use of unnecessary congregate care placements by increasing options for prevention services, increased oversight and requirements for placements, and enhancing the requirements for congregate care placement settings. The FFPSA will 1) provide support prevention services, 2) provide support for kinship caregivers, 3) limit congregate care placements, 4) require access to family-based aftercare services to children at least six months post-discharge from Short-Term Residential Therapeutic Placements, and 5) improve services to older and transition-age youth.

The Board letter was reviewed by County Counsel and CEO. County Counsel approved the Amendment (Attachment A), as to form. The Sole Source Checklist (Attachment B), has been approved by CEO.

### **CONTRACTING PROCESS**

On March 10, 2020, the Board approved a Board Motion directing the Director of DCFS to seek approval from CDSS and to enter into a Sole Source contract with Chapin Hall for Consultant Services related to implementation of the FFPSA within the framework of Invest LA. The contract was executed on April 1, 2020. On December 14, 2021, the

The Honorable Board of Supervisors  
November 15, 2022  
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CEO approved a Board Letter requesting to extend the contract term through June 2023. On July 27, 2022, CDSS approved DCFS' request to extend the Sole Source contract for 27-months beyond its original term (Attachment C).

On August 15, 2022, DCFS sent a Notice of Intent (Attachment D) to the Board of its intent to negotiate for additional services to complete the implementation of the FFPSA.


**IMPACT ON CURRENT SERVICES (OR PROJECTS)**

Approval of the current recommendations will allow the Department to continue to receive uninterrupted consultant service, to provide support to the implementation of the FFPSA, and to deliver qualified child welfare services to the children of Los Angeles County without creating a delay.

**CONCLUSION**

Upon approval by the Board of Supervisors, it is requested that the Executive Officer/Clerk of the Board send an adopted stamped copy of the Board letter and attachments to the Department of Children and Family Services.

Respectfully submitted,



BRANDON T. NICHOLS  
Director

BTN:CMM:KDR  
LTI:CP

Attachments (4)

c: Chief Executive Office  
County Counsel  
Executive Officer, Board of Supervisors



## SOLE SOURCE CHECKLIST

Department Name: \_\_\_\_\_

- ☐ New Sole Source Contract
- ☐ Sole Source Amendment to Existing Contract
- Date Existing Contract First Approved: \_\_\_\_\_

Check (✓)	<b>JUSTIFICATION FOR SOLE SOURCE CONTRACTS AND AMENDMENTS</b> Identify applicable justification and provide documentation for each checked item.
	➤ Only one bona fide source (monopoly) for the service exists; performance and price competition are not available. A monopoly is an <i>“Exclusive control of the supply of any service in a given market. If more than one source in a given market exists, a monopoly does not exist.”</i>
	➤ Compliance with applicable statutory and/or regulatory provisions.
	➤ Compliance with State and/or federal programmatic requirements.
	➤ Services provided by other public or County-related entities.
	➤ Services are needed to address an emergent or related time-sensitive need.
	➤ The service provider(s) is required under the provisions of a grant or regulatory requirement.
	➤ Services are needed during the time period required to complete a solicitation for replacement services; provided services are needed for no more than 12 months from the expiration of an existing contract which has no available option periods.
	➤ Maintenance and support services are needed for an existing solution/system during the time to complete a solicitation for a new replacement solution/system; provided the services are needed for no more than 24 months from the expiration of an existing maintenance and support contract which has no available option periods.
	➤ Maintenance service agreements exist on equipment which must be serviced by the original equipment manufacturer or an authorized service representative.
	➤ It is more cost-effective to obtain services by exercising an option under an existing contract.
	➤ It is in the best economic interest of the County (e.g., significant costs and time to replace an existing system or infrastructure, administrative cost and time savings and excessive learning curve for a new service provider, etc.). In such cases, departments must demonstrate due diligence in qualifying the cost-savings or cost-avoidance associated with the best economic interest of the County.

\_\_\_\_\_  
Chief Executive Office

\_\_\_\_\_  
Date

## SOLE SOURCE CONTRACT WITH CHAPIN HALL FOR CONSULTANT SERVICES

It is the policy of the County to solicit the maximum number of bids/proposals for a commodity or service from the largest relevant market and to select vendors on a competitive basis.

There are certain acquisitions which, when in the best interest of the County, can only be obtained from a sole source. Sole source acquisitions must be justified in sufficient detail to explain the basis for suspending the usual competitive procurement process.

NOTE: Please refer to Section 2.5 of the Los Angeles County Services, Supplies & Equipment Contract/Purchasing Policy Manual (Attachment III).

### **DOCUMENTATION FOR SOLE SOURCE JUSTIFICATION MUST INCLUDE RESPONSES TO THE FOLLOWING QUESTIONS WHEN APPLICABLE:**

1. What is being requested?

The Department of Children and Family Services (DCFS) requests your Board's approval to increase funding and extend the existing Sole Source Contract with Chapin Hall at the University of Chicago (Chapin Hall) for the Consultant Services to support the implementation of the Family First Prevention Services Act (FFPSA).

On April 1, 2020, DCFS entered into a 27-month contract with Chapin Hall to assist in planning for FFPSA implementation. The Maximum Contract Sum was amended on August 31, 2020 to increase funding by 10 percent (\$66,000), and to increase by \$444,000 to add unanticipated units of service on December 29, 2021.

DCFS is requesting to extend the contract term from January 1, 2023 through June 30, 2025, with an additional six-months at the sole option of the County, if necessary to complete the implementation of FFPSA. The cost of the additional contract term is \$1,508,147, financed by 50 percent Title IV-E and 50 percent FFPSA State Block Grant.

The request will provide uninterrupted consulting services as the County continues to work on the FFPSA implementation.

2. Why is the product needed – how will it be used?

Consulting services are needed for the implementation of FFPSA. The California Department of Social Services (CDSS) submitted the California Prevention Plan to the Administration of Children and Families (ACF) on August 5, 2021. The Plan was returned to the State for revisions and has yet to be resubmitted by CDSS. This delay has presented a challenge in implementing FFPSA due to not having an approved CA 5-Year Prevention Plan. It is difficult to plan for implementation and draft the County's Prevention Plan without knowing what will be approved by ACF. This delay also affects implementation of the Comprehensive Prevention Plan and the Community Pathway as these are contingent on the approval of the State plan. Further, the California Automated Response and Engagement (CARES) system is delayed to 2023-2024 and DCFS will be unable to claim and track child specific activities.

The continued support of Chapin Hall is needed in order to ensure uninterrupted planning and full implementation of FFPSA Part I is successfully achieved. Chapin Hall works with numerous jurisdictions across the United States to support their FFPSA implementation planning and implementation efforts

3. Is this "brand" of product the only one that meets the user's requirements?

No, there may be other consultants who are knowledgeable about FFPSA; however, the Board instructed DCFS to enter into a Sole Source Contract with Chapin Hall due to their expertise and experience in supporting other nationwide jurisdictions in FFPSA implementation.

4. Have other product/vendors been considered?

No, other vendors have not been considered as Chapin Hall has been providing Consulting Services to DCFS for its implementation efforts since the pre-work planning began in March 2020. Bringing on a new vendor as we move forward with implementation would waste much of the groundwork already completed by Chapin Hall, who is already familiar with our business process and needs.

5. Will purchase of this product avoid other cost?

Yes, the purchase of this product will avoid other costs because a new vendor will not have the knowledge of the County's efforts and/or interdepartmental established relationships needed to implement FFPSA successfully.

Continuing consulting services from Chapin Hall will assist in a successful planning and implementation of FFPSA for LA County and allow DCFS to ensure FFPSA fiscal planning of Title IV-E funding under the provisions of the FFPSA legislation.

6. Is this product proprietary or is it available from various dealers?

Yes, this product is proprietary and is not available through other dealers. Chapin Hall is the sole provider.

7. Reasonableness of Price. Does the County obtain a percentage discount or special discount not available to the private sector

The County does not receive a discount.

8. What is the dollar value of existing equipment and the Purchase Order No. for the existing equipment?

As this request does not involve existing equipment, there is no dollar value or purchase order number.

Approval Signature: 

Date: 7/8/2022



BRANDON T. NICHOLS  
Director

## County of Los Angeles DEPARTMENT OF CHILDREN AND FAMILY SERVICES

510 S. Vermont Avenue, Los Angeles, California 90020  
(213) 351-5602



Board of Supervisors  
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Second District  
SHEILA KUEHL  
Third District  
JANICE HAHN  
Fourth District  
KATHRYN BARGER  
Fifth District

August 15, 2022

To: Supervisor Holly J. Mitchell, Chair  
Supervisor Hilda L. Solis  
Supervisor Kathryn Barger  
Supervisor Sheila Kuehl  
Supervisor Janice Hahn

From: Brandon T. Nichols  
Director

### **NOTICE OF INTENT TO AMEND A SOLE SOURCE CONTRACT WITH CHAPIN HALL AT THE UNIVERSITY OF CHICAGO FOR CONSULTANT SERVICES**

In compliance with Board Policy 5.100, Sole Source Contracts, this is to notify the Board that the Department of Children and Family Services (DCFS) intends to amend a Sole Source Contract with Chapin Hall at the University of Chicago (Chapin Hall) to continue to provide Consultant Services to support the implementation of the Family First Prevention Services Act (FFPSA).

### **BACKGROUND**

DCFS needs the support of project managers to provide Consultant services related to the implementation of the FFPSA within the framework of Invest LA.

FFPSA serves as a core driver to reduce child abuse and neglect, and prevent entry into foster care. FFPSA will reinforce DCFS' Core Practice Model, which puts children and families at the center of all efforts, creating a seamless approach to service delivery, better meeting needs, strengthening families, and improving overall well-being. Through FFPSA, Title IV-E funding will not only be available for "back-end" services, but also for certain evidence-based "front-end" services to prevent the need to enter foster care in the first place, including Non-Minor Dependents, who are in a permanent placement, such as adoption or guardianship that may be at risk of disruption and resulting in re-entry into foster care. Furthermore, the funding will also be available to any expectant or parenting youth currently in foster care to break the cycle of system involvement.

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## **JUSTIFICATION**

The contract term will expire on March 31, 2023; however, additional time is required for the implementation of FFPSA as approval from the Administration of Children and Families of the California State FFPSA plan is pending. The amendment will increase the Maximum Contract Sum for the current term to continue receiving FFPSA expertise support as the County continues to work on a sustainable implementation of FFPSA. Additionally, a 27-month extension effective April 1, 2023 through June 30, 2025, and an additional six-month option to extend through December 31, 2025, if needed, to finalize the implementation. It is more cost-effective to add additional services by exercising an option under an existing contract to complete an ongoing task and it would be prohibitively costly in time and money to seek a new service provider.

The FFPSA Consultant services has no fiscal impact on the County budget, and would ensure that the County maximizes available federal funds for allowable purposes.

DCFS will proceed with the sole source contract renegotiations within four weeks of this notification, unless otherwise instructed by the Board Office.

If you have any questions or need additional information, please call me or your staff may contact Aldo Marin, Board Liaison, at (213) 371-6052 or [marina@dcfs.lacounty.gov](mailto:marina@dcfs.lacounty.gov).

BTN:CMM:KDR  
LTI:CP:mg

c: Chief Executive Officer  
County Counsel  
Executive Officer, Board of Supervisors



**KIM JOHNSON**  
DIRECTOR

STATE OF CALIFORNIA—HEALTH AND HUMAN SERVICES AGENCY  
**DEPARTMENT OF SOCIAL SERVICES**  
 744 P Street • Sacramento, CA 95814 • [www.cdss.ca.gov](http://www.cdss.ca.gov)



**GAVIN NEWSOM**  
GOVERNOR

July 27, 2022

Leticia Torres-Ibarra, Division Manager  
 Contracts Administration Division  
 Department of Children and Family Services  
 County of Los Angeles  
 425 Shatto Place  
 Los Angeles, CA 90020

**SUBJECT: APPROVAL TO EXTEND FAMILY PRESERVATION SERVICES  
 CONTRACTS**

Dear Leticia Torres-Ibarra:

This is in response to the July 5, 2022 request by the County of Los Angeles Department of Children and Family Services (DCFS) to extend its existing consultancy contract with the Chapin Hall Center for Children at the University of Chicago (Chapin Hall) to support the DCFS with implementing the Family First Prevention Services Act (FFPSA) for an additional two (2) years and two months from April 1, 2023 through June 30, 2025. The CDSS approves the request for the reasons noted below.

The original agreement between DCFS and Chapin Hall was procured through negotiation pursuant to Manual of Policies and Procedures 23-650.1.18, which allows for procurement by negotiation in unique circumstances. In its letter to DCFS of March 20, 2020, the CDSS found the circumstances sufficiently unique to necessitate procurement by negotiation based on Chapin Hall's extensive experience, credibility, and working relationships with those in the field of child welfare services; and the need to fully launch the Los Angeles Prevention Plan by October 2021.

The present request states that the extension is necessary to finalize materials and preparations to implement the California State FFPSA plan, which is pending approval from the Administration of Children and Families (ACF). DCFS noted that its ability to implement related programs are contingent upon the approval of the FFPSA plan and that Chapin Hall's knowledge and experience is necessary to successfully implement the program, as was planned in the original agreement. DCFS states that extending the current contract will allow DCFS to continue to receive support from Chapin Hall on FFPSA related activities through any unexpected state or federal postponements. If this request is approved, DCFS states that it intends to extend the existing contract from April 1, 2023 through June 30, 2025 with a budget of \$1,865,658 from State Block Grant funds.

The CDSS has considered DCFS' request of July 5, 2022, and has reviewed the February 12 and 13, 2020 requests and CDSS' approval dated March 20, 2020. Because

Chapin Hall was selected to provide consulting services for its experience launching child welfare service programs, and the program was unable to launch as planned by October 21, 2021, DCFS states that an extension is required so that it may continue its work with Chapin Hall, whose services are needed to provide logistics and coordination to implement the FFPSA as planned once ACF approves it.

Because DCFS' FFPSA implementation plan requires Chapin Hall's services, and because implementation has been delayed, the circumstances are sufficiently unique to necessitate procurement by negotiation. Thus, the CDSS approves DCFS' request to extend the consultancy contract for an additional two years and two months from April 1, 2023 through June 30, 2025, in order to finalize materials and prepare the necessary logistics and coordination needed for implementation.

For comments or questions, I may be reached at 916-654-1871 or [Simone.Dumas@dss.ca.gov](mailto:Simone.Dumas@dss.ca.gov).

Sincerely,

*Simone Dumas*

Simone Dumas, Chief  
Contracts and Purchasing Bureau





# Thriving Families, Safer Children

Priorities for Change from  
Community Visioning  
Sessions

September 2022



# Contents

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TFSC team members, visioning session participants, additional priority themes from fathers, mothers, and young adults with lived expertise in child welfare and juvenile justice

# Gratitude and Acknowledgements

The Thriving Families, Safer Children (TFSC) team is grateful to all of the residents who shared their time, voices, and ideas with us as participants in visioning sessions. We look forward to continued partnership as we support them in making their vision a reality.

We also appreciate the contributions, time, and energy of all TFSC team members in addition to the financial investments from the Anthony & Jeanne Pritzker Family Foundation, Ralph M. Parsons Foundation, and Casey Family Programs.

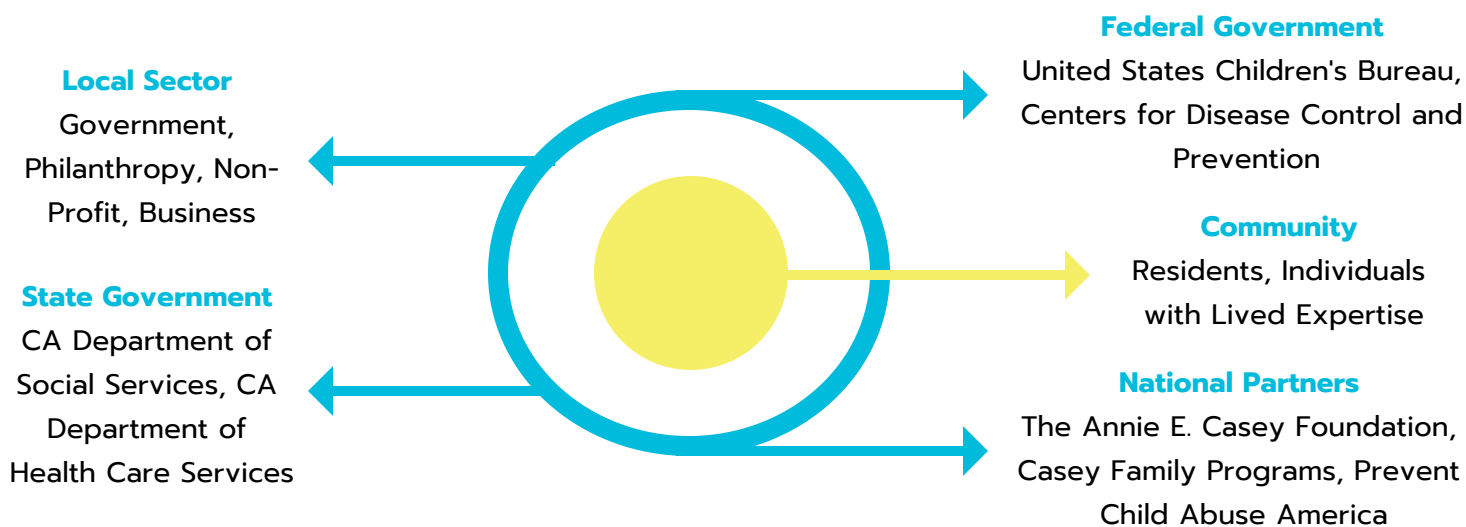
Finally, thank you to Catherine Roller White for producing the thematic analysis of visioning sessions presented in this report with additional analysis from Alexandra Bowen and Regina Chen.

# Overview

Thriving Families, Safer Children (TFSC) is a movement centering the voice of community and local experts with lived expertise to co-create a new way forward with partners across Los Angeles County.



Los Angeles County is one of four round one jurisdictions(1) chosen from across the country as part of TFSC with support and access to decision-makers at the local, state, and national level. The goal is to **build systems change coalitions and create policies and systems that are just and equitable**. This important work must be informed and led by residents who are most familiar with how child welfare, probation, mental health, and other systems are now working in communities throughout the county.



1. There are a total of 22 jurisdictions participating in TFSC, including the four round one jurisdictions comprising LA County, Colorado, Nebraska, and South Carolina.



# Centering Community

The voice and leadership of community is centered in this work to share power and decision-making at all levels.

## What is community co-creation and how does it work?

### Typical Decision-Making

Institutional and system executives with **position power** make decisions and create policies and programs, **only asking communities for feedback after key decisions have been made** with little or no input from those most impacted.



### Community Co-Creation

Community members and individuals with lived expertise are **leading and developing policies, programming, and making decisions with system partners** from the inception of the idea to its implementation and **ongoing ownership**.



We are **intentionally positioning this work in a different way**; community members and those with lived expertise in systems do not just get a "seat at the table" - they work with system partners to choose the table, set the table, and invite the people who sit at the table.

# What are the goals of TFSC?

There are three primary goals of LA County's TFSC initiative, designed to accelerate community-led change at the local, state, and national level.

1

## Demonstration

Demonstrate effective **community-led innovations** at the local level that can go to scale and be replicated, i.e. proof of concept

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2

## Community Partnership Model

Develop and **document evidence for an authentic community partnership model** sourced from the best practices of community leaders, residents, and individuals with lived expertise across LA County

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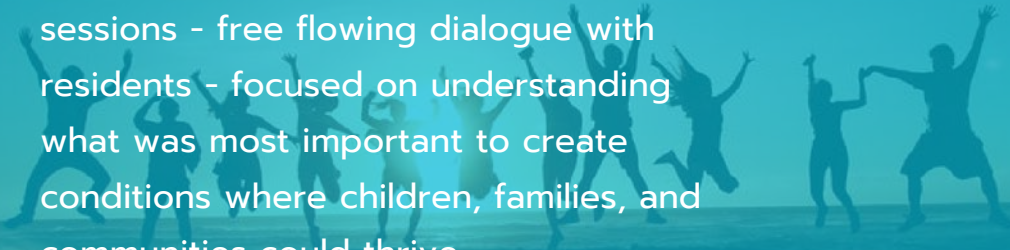
## Systems Change

As a result of demonstration and developing an authentic community partnership model, we will create **anti-racist policy, systemic, structural, and mindset changes** at the local, state, and national levels

We intend to achieve these goals using **participatory budgeting and research approaches with community members** - allowing them to set and direct the budget and identify the measures of success

# Visioning Sessions

The LA TFSC team conducted visioning sessions - free flowing dialogue with residents - focused on understanding what was most important to create conditions where children, families, and communities could thrive.



## What was the purpose of visioning sessions?

We wanted to hear directly from residents across the county to understand what was most important to them so they could **decide on the changes they wanted to create in their communities.**

## Who participated in visioning sessions and how many were completed?

Para Los Ninos, Strength Based Community Change (SBCC), SHIELDS for Families, and TFSC team members with lived expertise in the child welfare system conducted visioning sessions with **over 450 residents across LA County, representing all five supervisorial districts and eight service planning areas.** These 30 visioning sessions were approximately 2 hours each and included the following groups, with representation from diverse gender identities, races/ethnicities, ages, and cultural backgrounds:

- Fatherhood groups
- Individuals with lived expertise in child welfare and other systems
- Resident members of Neighborhood Action Councils
- Residents participating in home visiting, substance use, faith-based, mental health, and other programs and services
- Parents of young children

The TFSC team strived to engage marginalized populations who do not often have a voice in decision-making. However, deeper outreach is a priority as TFSC moves forward to ensure we have equitable representation.





# Community Priorities

The report that follows presents the themes community residents raised throughout the visioning sessions. Each theme is described using direct quotes. **Direct quotes are used by design to center community voice and language exactly as it was expressed, without interpretation by others.** The only interpretation applied was to analyze the notes from visioning sessions into the themes presented in this report. This qualitative analysis was aided by software, researchers, and team members sorting **thousands of quotes from residents.**

## **Residents highlighted nine key priorities:**

- Safer Communities
- Affordable Housing
- Free and Affordable Activities
- Good Jobs and Stability
- Affordable Child Care
- Community Resources
- Health and Mental Health
- Family Time
- United Communities



# Safer Communities

**"There can be over policing and under policing.** LA needs actual police to walk the streets and interact with the community and build relationships...**police must know their community and members."**

**"[We need] safer and friendly areas** to gather with families."

**"It's so sad and it's a political issue when you want to complain about not enough lights in the park. They start to see you as a person that wants problems."**

**"Going to the police, but sometimes it is hard because the safest place you're supposed to turn to, they turn against you. Stop stereotypes."**

**"Community needs to get together and speak about the violence. Unite for safety."**





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# Affordable Housing

"Rent cannot be paid with **just one income/salary.**"

"**Parents are working double time to afford rent.** Family living paycheck to paycheck. Everything is so expensive and they don't qualify for other programs because they work."

"We live in **joint families often in small apartments**, kids don't have space."

"The county departments have many resources. **The money is invested in a way that there is no money for housing and it goes into case management.**"

The background of the page is a blue-tinted photograph of children playing basketball. In the foreground, a child is jumping high to shoot a ball into a hoop. Other children are visible in the background, some watching and others moving. The scene is set on an outdoor basketball court.

# Free and Affordable Activities

**"More resources, more after school activities to get the kids to be more productive.** I feel like the pandemic is keeping kids isolated, just inside. More resources that we can do our part with our children."

**"Free or economical sports programs, because the kids are interested and motivated to play sports but most times there are not enough funds** in the household to support the activity."

**"More activities for children** (sports, games, outings) to keep them occupied. Preferably free or low cost. There are no sports teams in the community."

**"After school clubs for children and parents** so that parents can help their kids with homework and have access to play with other kids."





# Good Jobs and Stability

"Families need enough money and resources. **How can you have healthy children if you don't have the resources?**"

"**Wages are too low**, parents work too much, so children are left alone more often to fend for themselves."

"[We need] more programs where they can **assist or help parents find jobs.**"

"[We need] **more options for parents to work from home** so that they are able to watch their kids instead of having to take them to a babysitter. This would create a safer environment for them."

"[We need] **more assistance in creating businesses**; accessible resources."

"**Most problems fall back on job security. Not having a good paying job is a problem.** Financial security, steady income. Kids need to eat, have clothes, and a roof over their heads. If we don't have that for them, they get fed back into the system."

# Affordable Child Care

"**People who work 9 to 5 need free daycare.** Make sure daycares are safe..."

"Free or affordable and for **night shifts.**"

"Childcare is **only available** for those who are receiving GAIN."

"**Access to early childhood education,** to start learning from birth."

"If only one parent works, there isn't enough money. **If both parents work there is too much money and you don't qualify for anything.**"





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# Community Resources

"Resources are seriously important. Some people don't know where to look. We need to spread the word on help with doctors and food. **It's about helping people find resources without jumping through hurdles.**"

"In regards to access to resources, **obstacles can include** transportation, no internet, no computer, no tablet, no knowledge of technology, etc."

"**Many of the free resources that exist in the community are limited** and [others] have a fee and we cannot access them."

"I basically just call family and organizations. I have a grandchild that is autistic and if I need support I call a program if I ever need anything for her. **Since the day she was born there were a lot of programs that helped me throughout the way.**"

"Many of us are **very involved in our communities and have resources to share.** That is why communication between neighbors is very important."



# Health and Mental Health

"I think that what we need, or at least in the community I live in, **we need clinics that are closer**. Sometimes when children get sick, we don't know where to run to."

"**Mental health resources are not accessible**, there is only one counselor for the entire grade. It's not really realistic."

We need... "**support for those with special needs**. My brother is autistic, and we aren't able to get medications for him."

"**When seeking medical attention, there should be areas where they have people translate for us**. There are also a lot of people with different disabilities that need help but there are no resources available to support them or to help communicate with them."

"**Health is a big part of raising children, even mental help**. When I was being raised, I didn't get that at a younger age."





# Family Time

"Family life. Sometimes we are busy at work or with other things and we do not give quality time to our children. **Community with family members.**"

"Money isn't as important. There has to be a day that is spent with the family. Kids get home from school and **by the time you get home from work, the kid is already asleep.**"

"**Time needs to be dedicated to the kids**, if not they will raise themselves in the streets."

"Having a conversation with our children to see what they have in mind and **having an opportunity for communication.**"

"There should be classes for parents to **help their children express themselves** and to trust their parents."

# United Communities

"There are never going to be enough resources, so **we need to come together and provide safety and well-being for our children**...schools, doctor's offices, everyone needs to come together to provide the necessary resources for families."

"We need a healthy support system, family friends, and a healthy community. **It does take a village.**"

"If we want to see change in the community, we need to start within ourselves first, and **try to better ourselves in order to keep striving for change.**"

"We need to push each other to come out and participate. **We need to motivate one another.**"

"If I had all the resources in the world, I would utilize all the talents of the people in the community to create a sense of unity within the community. It takes a village to raise a kid. **I would like to not depend on outside sources, and look within the community for solutions.**"



# Top Themes by Supervisorial District

This section shows the top themes raised by supervisorial district (SD) for each of the visioning session questions. Several visioning sessions included residents from both SD 2 and SD 4, so their responses are provided separately. Some visioning sessions included residents from more than two SDs; themes from those sessions are not included here. The top theme (or themes, if tied) is boldfaced.

*What do you think are the most important things that families in your community need to raise happy, healthy children?*

SD 1	SD 2	SD 3	SD 4	SD 5	SDs 2 and 4
<b>safety</b>	<b>family, safety</b>	<b>family, resources</b>	<b>family, activities</b>	<b>family</b>	<b>safety</b>
family	activities	activities	well-being	well-being	activities
schools	schools	schools	resources	activities	community
outdoor spaces				schools	well-being

*Where do you, your friends, or neighbors go in this community when someone has a problem finding information or locating resources, has a question about their child, or when they need help?*

SD 1	SD 2	SD 3	SD 4	SD 5	SDs 2 and 4
<b>family, friends, neighbors</b>	<b>CBOs</b>	<b>CBOs</b>	<b>CBOs</b>	<b>family, friends, neighbors</b>	<b>CBOs</b>
CBOs	family, friends, neighbors	schools	family, friends, neighbors	CBOs	family, friends, neighbors
professionals	schools	family, friends, neighbors	schools	churches	professionals
schools	online, professionals			professional, schools	

# Top Themes by Supervisorial District (continued)

*What kind of support is available in your community if someone is in trouble?*

SD 1	SD 2	SD 3	SD 4	SD 5	SDs 2 and 4
<b>CBOs, therapy</b>	<b>CBOs</b>	<b>hotlines/crisis lines</b>	<b>CBOs</b>	<b>CBOs</b>	<b>CBOs</b>
	hotlines/crisis lines		hotlines/crisis lines	family and friends	food banks
	family and friends		911	hotlines/crisis lines	hotlines/crisis lines

*What are everyday necessities that families with children have are missing, or not working very well for families in your community?*

SD 1	SD 2	SD 3	SD 4	SD 5	SDs 2 and 4
<b>activities, safety</b>	<b>childcare</b>	<b>safety</b>	<b>childcare, activities</b>	<b>childcare</b>	<b>activities</b>
education	safety	information about services	education	safety	safety
food	food			food	focus on fathers
	activities			education	information about services
				healthcare	transportation

# Top Themes by Supervisorial District (continued)

*What works well to help families achieve economic stability? What additional support do families need to find jobs or help make ends meet so they can be successful?*

SD 1	SD 2	SD 3	SD 4	SD 5	SDs 2 and 4
education & training, jobs	education & training	education & training	education & training	education & training	education & training
mentorship	jobs	jobs	healthcare	living wage	childcare
	healthcare	healthcare	small businesses	jobs	affordable housing
			childcare	mentorship	
			living wage		

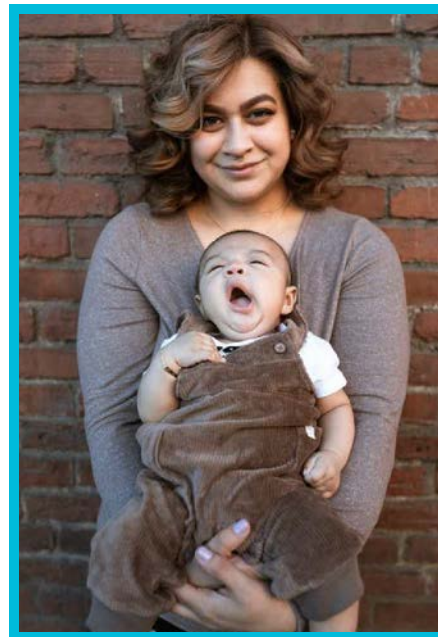
*What do you see as the most important problems that need to be solved in order for families in your community to thrive and for children to be safe?*

SD 1	SD 2	SD 3	SD 4	SD 5	SDs 2 and 4
safety	safety	child welfare	safety	safety	safety
housing	mental health	schools	schools	childcare	housing
environment	health & healthcare		discrimination	child welfare	community resources
police	housing		police	schools	mental health

# Top Themes by Supervisorial District (continued)

*If you had the power to wave a magic wand to change things in your community what would your top two priorities be?*

SD 1	SD 2	SD 3	SD 4	SD 5	SDs 2 and 4
housing	safety	community resources	schools & education	child welfare	safety
safety	housing	support one another	safety	food	discrimination
support one another	substance use		healthcare	programs for youth and families	schools & education
jobs & economy	schools & education		jobs & economy		
substance use			support one another		





# Moving Forward

The TFSC team continues to support community members and individuals with lived expertise in systems to implement their vision for improved child and family wellbeing in LA County.

The next phase of TFSC consists of the following activities:



## Prioritize Goals and Action

Support communities in identifying their own priorities for change and a plan to achieve them - either through working with the TFSC team or connecting them with other organizations and movements focused on their priorities.



## Implement Innovations

Invest funding and human capital in neighborhood-based projects led by residents so they can uplift solutions and promising practices.



## Demonstrate Effectiveness and Ability to Scale

Work with the community to define what success looks like for them, including identifying indicators through a participatory process and documenting evidence of a community partnership model and innovations for spread.



# Appendix

## Additional Information and Visioning Session Results



# TFSC Team Members

**The following organizations have lent their talent and resources to lead the TFSC effort in Los Angeles County:**

Annie E. Casey Foundation

Anthony & Jeanne Pritzker Family Foundation

Casey Family Programs

Center for Strategic Partnerships

Commission for Children and Families

Department of Children and Family Services

Department of Mental Health

Department of Public Social Services

First 5 Los Angeles

Individuals with Lived Expertise in Child Welfare and Juvenile Justice

Office of Child Protection

Opportunity Youth Collaborative

Para Los Ninos

Parents in Partnership

Poverty Alleviation Initiative

Ralph M. Parsons Foundation

SHIELDS for Families

Strength Based Community Change (SBCC)

Youth Commission

# Visioning Session Participants

The groups listed below were comprised of residents who participated in visioning sessions throughout LA County from October 2021 through February 2022.

Allies for Every Child  
Antelope Valley Neighborhood Action Council/Pre School Without Walls  
Antelope Valley Partners for Health  
Asian American Drug Abuse Program  
Best Start  
Birth Parents with Lived Expertise in Child Welfare  
Claris Health  
Doula Association  
Jewish Family Service LA/Revelation (joint session)  
LA Southwest College  
Partnerships for Children in South LA  
Personal Involvement Center  
Project Innovations LA  
SBCC Family Prosperity Initiative  
SBCC Fatherhood Group/Thriving Dads  
SHIELDS for Families ACT Classes  
SHIELDS for Families ARK  
SHIELDS for Families CalWORKS, other Mental Health (mini-sessions)  
SHIELDS for Families Genesis English  
SHIELDS for Families Healthy Start  
SHIELDS for Families Healthy Families America  
SHIELDS for Families Jericho  
SHIELDS for Families MST/FFT  
SHIELDS for Families Welcome Baby MLK/Centinela  
SPA 2 - San Fernando Valley Neighborhood Action Council  
SPA 3/7 - El Monte/ East LA, and Southeast LA Neighborhood Action Council  
SPA 6 - South LA Neighborhood Action Council  
SPA 8 - South Bay Neighborhood Action Council  
SPA 8 Collaborative Meeting - Neighborhood Action Council  
The Children's Clinic  
The HELP Group  
Young Adults with Lived Expertise in Child Welfare and Juvenile Justice Systems





# Additional Priority Themes

Fathers, Mothers, and Young Adults with  
Lived Expertise in Child Welfare and  
Juvenile Justice

The TFSC team highlighted three additional populations who participated in visioning sessions because they often experience disparate treatment and outcomes by systems. The priority themes highlighted in the remainder of this report are in addition to the overarching themes presented previously.

## Priority Themes from Mothers with Lived Expertise in the Child Welfare System

### Mental Health Support

"These children are going through a lot of things and it's like a pressure cooker and they can explode at any time. I'm just flabbergasted by the stuff I hear children share with me."

"We don't have a safe haven where the children feel comfortable to share what they're going through and they may feel guilty. We need a safe haven."

"Sometimes a lot of people don't bring awareness about mental health and only bring it up when something happens. Two weeks ago, someone tried to kill themselves and then they started a mental health discussion but it was only a survey."

"Mental health is an everyday need. Need to teach women and families strategies to be able to navigate and get through the system. Get an advocate. In reality, my experience is that they don't allow you to do those things."

"Referrals for mental health services can turn into an open case, and this creates a fear culture where families don't want to seek help. Even getting in line for a food bank or telling a teacher they need support is scary, because there are reports that come from schools."

### **Equity and Accountability in the System**

"I 100% do not believe that it's EVERY social worker...I don't believe that they have malice. I do, however, feel they are trained to look at it in a role that is not equitable and some do drop the ball in important situations."

"We had a social worker who never supported the birth parent. The social worker found it was easier to remove the child than take accountability."

"There needs to be an entity that holds these systems (probation, DCFS) accountable when they aren't doing what they need to be doing for families, such as not screening foster parents, or placing children with foster parents who are abusive."

"Parents need to actually be supported, and not just distrusted because they are poor or don't have a job. A lot of it comes down to racism and biases and judgment."

"It is scary when you're a grandmother and there's a call on your own family and you see your past brought up and you think 'what am I gonna do?' Policy needs to change."

### **Keep Families Together**

"...at the end of the day, foster agencies want to feel like the white savior rescuing the kids, but in reality they leave a person even more broken with no hope of ever seeing their children."

"Having places where families can go and don't have to be separated are hard to find."

"We wish we had the power for policy change, because some things need to change for a brighter future and for families to stay together."

### **Access to Resources without Fear**

"Referrals for mental health services can turn into an open case, and this creates a fear culture where families don't want to seek help. Even getting in line for a food bank or telling a teacher they need support is scary, because there are reports that come from schools."

"Families feel stigma and shame sometimes, so they should be readily enrolled. There shouldn't have to be that sign up process. Families are afraid to say they need something because they think it might be used against them."

"Parents have a hard time asking for help, they may be embarrassed, or they're culturally shocked, so having resources available simply is important."

"There are supports available, even though there will never be enough, but getting people comfortable accessing support is important."

### **Jobs and Economic Security**

"Most of the problems fall back on job security. Not having a good paying job is a problem. Financial security, steady income, kids need to eat, clothes, a roof over their head. If we don't have that for them, they get fed into the system."

"Programs that open job opportunities create a sense of empowerment and create a better future."

"Simple workshops on how to apply for jobs, preparing for interview questions. If there was a community place where parents could get help finding jobs, so they could have stability."

## **Priority Themes from Young Adults with Lived Expertise in Child Welfare and Juvenile Justice Systems**

### **Education (Traditional and Non-Traditional)**

"If I live in a neighborhood that is not the best, there are resources that can help me. I also think there are a lot of cycles that need to be broken and that is why education is so important."

"People need to be educated and informed. Literate in mental health and financial resources. Hard to access resources."

"I think that if we had financial support or mentorship opportunities, we could start at an earlier age to learn about finances and how to grocery shop and learn about fresh food in the beginning."

### **Mental Health Supports**

"[There is a] lack of acknowledgement of mental health needs and mental health awareness."

"I would help heal our communities' fathers and mothers so that all children can have a safe and loving home to thrive in."

"I really think we need detailed support for mental health, housing, and financial stability. Lived experience is a traumatizing experience. There needs to be something set up where a system helps rather than hurts people."

"Focus on mental health and creating a consistent stable support system."

### **Decrease Police Presence**

"There is over-exaggeration of police forces in everything; most kids are coming into care because of poverty. Police shouldn't be inserted in; police shouldn't be responding to non-violent phone calls."

"Most of the kids in foster care are there because of poverty. Just because they are poor and lacking money, they should not be harassed. Police officers should not be over policing in poor communities."

"Slash police funds and make it go to community resources and mental health services."

### **Free or Affordable Recreation Activities**

"If more youth had the support of a mentor and a place where they could feel safe... I can only imagine how much further along I would be in life."

"Being in openly safe spaces where people can be comfortable among themselves and others is a very good place to start [getting help and support]."

"Local community services and activities created by the community for the community [are missing or not working]."

"We need one stop shops, one building where parents can access everything they need... not 5 different county buildings. And when you go to a county building, you're there for 3 or 4 hours, and then parents are sent back and forth between buildings. There should be more Community Resource Centers."

### **Accountability within the County**

"Justice to me means equity, taking in all sides of the truth, and ensuring that any and all bias is not a foundation for decision making. Justice means that all parties are heard, even if someone may be in the wrong. If no one is heard, justice isn't there."

"I think that it [accountability and justice] is being fair and respecting the truth and responding to everyone. It is not only about righting a wrong but also about timeliness. I think that timeliness is a big issue in making it right."

"Racism, hands down, black and brown children are never heard and will only ever continue to be dismissed unless people rid themselves of their implicit biases."

"There is a lack of diversity in businesses that actually help the community."

### **Keeping Families Together**

"We need to spend more time investing in people and less time investing in services that pull families apart."

"DCFS failed my family. Instead of me being sent with my deported mother who had all her documents in order for me, they put me in a failed adoption and foster care instead."

"We need to be putting money and resources for families to thrive and stay together instead of separating families by being biased in regulations towards families of color."

### **Supports for Foster Youth Aging Out of Care**

"Once you start getting to your 20s, you start getting it together if services could be extended a bit longer it would help."

"There are a lot of homeless foster youth and I think if we can bring up ILP services to 26 years of age and then more services will be available for our young adults."

"ILP and AB12 need to increase their age cap."

"What happened to the Youth Development Department? How would LAC create a structure? The Feds and State have said that ILP funds can be used up to people's 24th birthday, LA County just needs to say yes to make the change."

### **Jobs and Economic Security**

"The county should prioritize youth, not a two-year internship that ends and leaves the youth with nothing. There are a lot of entry level positions in the county that can be filled by youth to help them."

"The county does not raise enough awareness for help to start your own business. A lot of people do not know what is out there and get themselves in debt by going to a trade school, so education has to start early with our youth."

"Offer jobs that youth can handle and something that youth can do while in school, like concurrent programs (career plus education)."

"Foster youth should be prioritized like veterans. How do we expand on things like the CDHI community development internship?"

### **Priority Themes from Fathers**

Fathers who participated in visioning sessions aligned with the overall themes from all visioning session participants as well as the themes from young adults and other birth parents with lived expertise in the child welfare system. When fathers reconvened to review the results of themes raised from their visioning session and others, they prioritized the importance of mental health, resources in their communities, and the need to be engaged and respected by systems.

Direct quotes emphasizing these themes are included in the priority theme summary and additional quotes are below:

"Outsiders plan events that maybe the community is not interested in. Instead, discover the interests of the community and plan around those interests. Find ways to provide resources, funds, jobs, and let the community members plan the event themselves."

"A lot of programs that have been designed for women. What about those fathers that are single fathers? We can't exclude them. I am a single father of 3 kids. No programs geared towards single fathers."

"This goes back to the fact that government agencies generalize solutions, and do not go case by case. The people with "solutions" should take the time to fully learn the situation of the person coming to them for help, and then base their decisions off of that."

"A father of the community was having trouble with his daughter, he was not getting through to her, and he thought he was doing the right thing by calling DPSS, and they took her to a facility where she is able to come in and out without supervision. The situation ended up worse, and that was the result of him seeking help."

"Create a program for dads, to help them with financials and possibly also legal advice to avoid poor representation in court due to child support."

"Congregation within the community for people who are struggling, and they would provide support within the community instead of calling government officials. For example, if someone in the community was suffering from drug abuse, instead of calling DCFS on the person, a member of the community would take care of the child."



"We will be the ones  
to make the change  
for our future...we  
need to advocate for  
parents to **thrive**."

Los Angeles Resident

Please reach out to Justin  
Lee ([jlee@casey.org](mailto:jlee@casey.org)) if  
you're interested in joining  
our systems change efforts.